

TAB

RECOMMENDATIONS NO. 1 and NO. 2

Discussion:

- a. For the manpower determination element of this study, selected work produced during FY 1959 was counted. A check to validate the use of FY 1959 data for this purpose reveals that TSS/LB is currently processing Requisitions for Materiel, Form No. 88, at a monthly rate 2.1 percent greater than the FY 1959 monthly rate. There were 1.3 cables and dispatches received and sent for each requisition processed pertaining to TSS/LB activities. (See Tab 1)
- b. TSS/LB personnel are generally performing their assigned functions at a rate comparable with the Area Division Logistics Staff's rate of work, when the two positions referred to in para. d. and f. below are excluded from consideration. (See Tab 2)
- c. TSS/LB approved Staffing Complement contains six positions; however, the on-duty strength has been increased to eight personnel, as the result of double-slotting two of the TSS/LB positions. (See Tab 3)
- d. Functions that normally should have been performed by the Chief, TSS/LB have been assumed by the TSS/Liaison Officer. (See Tab 4 for Task List prepared by Liaison Officer.) Also, the TSS Liaison Officer reported his accomplishments directly to the Chief, TSS/Support Staff rather than to the Chief, TSS/LB, although the TSS/Liaison Officer is double-slotted on the position assigned to the Deputy Chief, TSS/LB.
- e. TSS/LB maintains at least six separate logs to record the receipt and dispatch of documents. (See Tab 5) All of these logs are maintained by the two TSS/LB Secretary-Steno's with one exception. The Contract Log is maintained by the Supply Assistant, GS-07, which duplicates logging performed by the TSS/LB Secretary-Steno.
- f. Based upon the FY 1959 work count (Tab 1) and estimated time values for clerical functions, approximately 1455 manhours a year would be required for the performance of the essential clerical tasks. (See Tab 6) Based upon a Management Staff study conducted in April 1959, using CIA employee records, average productive time available per person is 1475 manhours. This figure is 70 percent of a gross man-year which is 2,080 manhours or 260 work days. (See Tab 7) Assuming the essential TSS/LB functions may be performed in approximately 1455 manhours means the incumbent of the Secretary-Steno position would be engaged productively at a rate equal to 68 percent of a gross man-year or 98 percent of the net available manhours shown in Tab 7.

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Recommendations:

- a. Discontinue the maintenance of all of the TSS/LB logs except the Requisition Log. This will eliminate an estimated 2,000 logging actions a year, yet provide for the necessary documentation of requisitions and classified contracts.
- b. Establish the on-duty strength of TSS/LB at six, rather than eight, personnel to conform with the current TSS Staffing Complement for TSS/LB by:
 - (1) Terminating the assignment of the GS-12 TSS employee currently double-slotted on the TSS/LB Deputy Chief's position and re-assign functions assumed by the TSS/Liaison Officer to the Chief, TSS/LB, and
 - (2) Reducing the TSS/LB clerical support to the one allocated position.

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RECOMMENDATION NO. 3

Discussion:

TSS/LB responsibilities are broadly defined by [REDACTED], 14 April 1955 (Remembered [REDACTED]). Currently, there is not in existence a functional statement establishing the TSS/LB responsibilities for which the Chief, TSS/LB may be held accountable by the Chief, TSS Support Staff.

Recommendation:

TSS/LB be provided with a functional statement. (See Tab 8)

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RECOMMENDATION NO. 4

Discussion:

The Chief, TSS/LB shares his office with his Deputy. Three TSS/LB personnel share another office just outside of the Office of the Chief, TSS/LB and the secretarial personnel occupy an office immediately adjacent to both of the above offices. The primary work of this organization flows directly from the secretary to the TSS/LB personnel having geographic responsibility. The only suspense is one established by the TSS, Secretariat and Records Branch, which rarely if ever exercises follow-up action. TSS/LB personnel are generally supervised by the Chief, TSS/LB but closer supervision would produce greater work volume, particularly at the clerical level. TSS/LB lacks the cohesiveness and a quiet efficiency usually associated with a well-organized and disciplined organization.

Recommendation:

TSS/LB Deputy Chief be relocated in the office currently occupied by clerical personnel, in order that he may:

- a. Effectively supervise TSS/LB Personnel.
- b. Control the flow of work coming into TSS/LB by establishing and enforcing target dates, distribute the work to the least burdened, establish priorities and assure the movement of high priority work, ascertain that all coordinations and current processing steps are complete on work prior to submission to the Chief, TSS/LB for approval. (See Tab 9, A to D for Task Lists defining work distribution for TSS/LB personnel.)
- c. Coordinate the housekeeping functions for TSS.

Also, it is recommended that the Chief, TSS/LB retain his current space as a private office in order that he may conduct his business in privacy with minimal disruption.

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RECOMMENDATION NO. 5

Discussion:

For the period 20 April 1958 through 6 Sept. 1958, TSS/LB employees worked 180 hours overtime. The GS-09, Supply Assistant accounted for 76 hours or 42 percent of the total overtime worked. Although the GS-09, Logistics Assistant having the same relative workload worked 15 hours overtime, accounting for eight percent of the total.

		<u>Overtime</u>	<u>% of</u>	<u>Req'ns Processed</u>	<u>In & Out</u>	<u>% of</u>
		<u>Worked</u>	<u>Total</u>	<u>FY 1959 1/</u>	<u>Cables 2/</u>	<u>Total</u>
Log. Assistant GS-09	15 hours	8		334	1080	55
Supply Assistant GS-09	76 hours	42		326	875	45

Recommendation:

Chief, TSS/LB critically review overtime requests prior to approval to ascertain a positive need for the overtime requested.

- 1/ This count consists of that portion of the FY 1959 requisitions identified with the geographic area assigned to the Log and Supply Assistants.
- 2/ This count is an estimate of the "In" and "Out" cables maintained by Area Division by TSS/LB.

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RECOMMENDATION NO. 6

Discussion:

Chief, TSS/LB is in the process of constructing a Stock Record Card for each of the 1,051 (est) TSS Cognizant Items. These cards would be filed by item number reflecting the location of the item, by station, throughout the world. The Chief, TSS/LB estimates that an additional 150 manhours would be required to complete this card record and one man-year thereafter to maintain it. There is no record now in existence that would furnish this information in exactly this manner. The Chiefs of PED and ASD were asked if they could ever visualize any given set of circumstances in which they might want information organized in this manner. The answers were negative in both instances. The Logistics Assistant and the Supply Assistant were asked how long it would take to accumulate statistics on the distribution of a given item throughout the [REDACTED]

Their reply was, "About 15 - 20 minutes, based upon our knowledge of the TSS cognizant equipment and the information contained in our files". The Deputy Chief, Supply Division, O/L volunteered the information that O/L would furnish an inventory every six months of TSS Cognizant Items maintained in the Area Reserve Points, if requested to do so.

Recommendation:

Chief, TSS/LB discontinue the construction of a Stock Record Card File to reflect the existence of TSS cognizant material by station and to execute a PTI action on the 5" x 8" card safe.

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RECOMMENDATION NO. 7

Discussion:

The Deputy Chief, TSS/LB has been delegated to act as Responsible Officer for Headquarters Special Accounts 913-37 (Support Group) and 913-25 (Audio Support Division). Account 913-37 contains 10 - 15 items such as the couriers truck, mail carts and other equipment used in the TSS conference room.

Account 913-25 is on a CMR with an estimated valuation of one-quarter million dollars. This CMR reflects the location of audio gear, charged primarily to ASD. Deputy Chief, TSS/LB is not in an organizational position suitable to exercise any control over the contents of the CMR. The Chief, TSS/Support Staff has given instructions to the Chief and Deputy Chief, TSS/LB to complete the transfer of Account 913-25 as soon as possible.

Recommendation:

Chief, Support Staff, TSS, with the assistance of Chief, TSS/LB, expedite the transfer of Account 913-25 from the Deputy Chief, TSS/LB to the Chief, TSS/ASD.

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RECOMMENDATION NO. 8

Discussion:

A partial review of the FY 1960 requisitions on file in TSS/LB originated by the Area Divisions was made. Among those reviewed were found requisitions bearing the approval of TSS/LB which did not require TSS/LB approval. "Technical approval of a requisition need be obtained by the O/L or an Area Division when the technical office has been designated as 'Cognizant Technical Office', thus controlling the replenishment and issue of an item." (Supply Division Instruction No. 35-9, 11 Sept. 1959) See Tab 10 for copies of the requisitions obtained as examples.

Recommendation:

TSS/LB withheld automatic approval of requisitions referred by the O/L and Area Divisions. Future action should be restricted to immediately releasing the requisition back into supply channels with a notation by the Deputy Chief, TSS/LB that TSS approval is not required.

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RECOMMENDATION NO. 9

Discussion:

The following is a summary of the training courses taken by the TSS/LB professional personnel: (Source of information, O/L Training Officer.)

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Log. Officer, GS-12

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|----|---------|----------------------------------|------------|
| 1. | 1953/54 | Military Logistics, Univ. of Md. | 1 semester |
| 2. | 1954 | Management Course | 40 hours |
| 3. | 1955 | Log. Supervisory Trng. Course | 4.5 hours |
| 4. | 1955 | Tech. Devices Orien. Course | 40 hours |
| 5. | 1955 | Reading Improvement Course | 35 hours |
| 6. | 1956 | Cable Writing Course | 8 hours |
| 7. | 1957 | French | 5 months |

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Supply Assistant, GS-09

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|----|------|-----------------------|----------|
| 1. | 1953 | Admin. Support Course | 6 weeks |
| 2. | 1955 | CIA Review | 8 hours |
| 3. | 1957 | Basic Supervision | 20 hours |

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Log Assistant, GS-09

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|----|------|-----------------------------------|----------|
| 1. | 1952 | CIA Orientation | 40 hours |
| 2. | 1954 | Instructor Training Course No. 13 | 38 hours |
| 3. | 1957 | CIA Review | 8 hours |

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Supply Assistant, GS-07

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|----|------|--|---------|
| 1. | 1955 | Clerical Refresher, No. 49 | 2 weeks |
| 2. | 1955 | Clerical Refresher, No. 54
(Shorthand Only) | 2 weeks |

The O/L Training Officer was contacted to ascertain the availability of the Logistics Support Course for the TSS/LB professional personnel. This course is given three times a year, usually to a class of 10 - 12 Agency personnel. (See Tab 11 for course outline.) The following are suggested courses of training for the TSS/LB professional personnel:

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Logistics Support Course 1/
Operations Support Course
Intelligence Orientation Course

Logistics Support Course
Intelligence Orientation Course

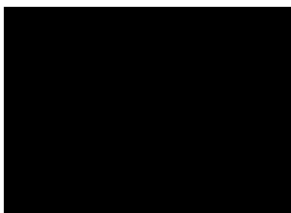
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Logistics Support Course
Operations Support Course
Intelligence Orientation Course

Logistics Support Course
Intelligence Orientation Course

Recommendation:

Chief, TSS/IB establish a training program to provide suitable training for the TSS/IB professional personnel.

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RECOMMENDATION NO. 10

Discussion:

TSS/LB maintains six, four-drawer safes and one, two-drawer safe that contain the necessary operating records for this log function as well as a considerable volume of unneeded non-official paper and obsolete records.

Recommendation:

a. TSS/LB maintain the following operating records:

- (1) Copies of requisitions for TSS cognizant equipment filed by originating headquarters component.
- (2) Copies of requisitions for TSS cognizant equipment filed by field station.
- (3) Dispatches and cables pertaining to equipment requests and delivery requirements.
- (4) Requisition Log.
- (5) Contract Files pertaining to [REDACTED] 25X1A2d1
- (6) Cargo Folders.
- (7) Logistical reference files, i.e., Stock Status Listings, etc.
- (8) General administrative files, i.e., requisitions for expendable supplies, services and related correspondence.

b. TSS, Support Chief request the DD/S Records Management Staff to appraise TSS/LB records for the purpose of recommending, (1) filing system improvements and, (2) an official records retirement and disposal program.

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RECOMMENDATION NO. 11

Discussion:

During FY 1959, approximately 500 requests for Printing Services and 550 requests for Book Purchases were processed by TSS/LB. (Includes assigning a request number for use of TSS/Budget and Services Branch, approving and filing a copy of the request.) TSS Budget and Services Branch also processed these two categories of requests. (Includes logging by request number assigned by TSS/LB and stamping obligation data upon the requests.) Both categories of requests are sent directly to TSS/LB by the requesters, thus by-passing any existing TSS chain of command. According to the Branch Chief, TSS/LB does not query the requesters as to the need for the books or services requested. The Deputy Chief, Supply Division, Office of Logistics, expressed the opinion that he knew of no procedural directive requiring the approval of TSS/LB on requests for Printing Services. The CIA Librarian will accept Book Purchase requests bearing a TSS signature of a person in a position to approve requests. TSS/LB approval is not specifically required.

Recommendation:

Transfer the function of approving requests for Printing Services and Book Purchase requests from TSS/LB to the TSS Division and Staff Chiefs. (See Tab 12 for suggested memorandum for signature of Chief, TSS, re-assigning this responsibility, and Tab 13 for suggested memorandum to O/L advising the Chief, Printing Services Division of the amended list of Approving Officers for TSS.)